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29 June 1971

Mr. Coffey,

I have polled the Offices for reactions to the Director's State of the Agency message, and most of the feedback is distilled from interviews with a sampling of the people who attended. In summary, the substance of the comments is:

1. There is unanimous agreement that this kind of appearance by the Director is a good idea, and if anything, he should appear more frequently. No one wants to say anything that would turn this off. Many of the comments seem deliberately phrased to accentuate the positive.
2. Most of the people seem to have been disappointed in the content of the speech itself. It is characterized as sterile, nothing new, same as last year. There is no need for the Director to recap the record of the Agency since OSS. It would be better to concentrate on accomplishments in the previous year and expectations for the coming year. Fewer generalities and more specifics would be an improvement.
3. There is also unanimous agreement that the question and answer period was outstanding. High compliments are paid to the Director for his presence, spontaneity and adeptness. Even though some of the questions were not too penetrating, they were enhanced by the perception and depth of the Director's responses.
4. There were three separate suggestions that the Director adopt the question and answer format for the entire presentation by soliciting questions from employees in advance and addressing his remarks to the questions he receives. The suggestors would not, however, eliminate open questions from the floor and suggest that several might be planted in order to keep that part of the presentation fully active.



cc: Mr. Wattles

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From the desk of -

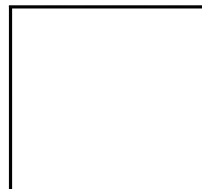

Monday 0800
at home

Bob,

I suddenly realized that I hadn't told you of OC's "reactions to the DCI's speech" and that I'm not going to be in the building today and tomorrow. (I'll be in a course at 1000 Glebe).

In general the reaction was all in favor of continuing to have such sessions. Nobody I talked to disagreed with any of the thoughts the DCI expressed--in other words, they did not come up with any examples of misunderstandings between him and the "troops". Several people thought (as did I) that his question and answer period was much better and more informative than his prepared speech. Which leads us to the suggestion that he obtain written questions in advance from all over the agency and base his speech on answering those questions.. that way he should be able to concentrate on the things people want to hear. Of course, he should still allow questions from the floor.

Hope this helps.



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28 JUN 1971

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Reaction to the Director's Speech

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1. In response to Mr. [] oral request for comments or reactions to the Director's recent talk of 15 June, a sampling was obtained by conducting interviews with 13 of the approximately 31 individuals who attended from the Office of Logistics. Those interviewed were informed that the purpose was to obtain ideas for incorporation into future addresses of this nature by the Director. A summary of the comments follows:

a. From a purely technical standpoint, everyone thought the Director's delivery was excellent, and those hearing him for the first time were thoroughly impressed.

b. With respect to the content of the speech, the majority of persons were somewhat disappointed. With few exceptions, the general feeling was that the Director said nothing new and it seemed like a repeat of last year's talk. They felt he could have been more specific with respect to accomplishments and projected plans since he was talking to the "family." The talk was much too generalized.

c. The consensus was that the Director should have been much more specific on our past year's accomplishments and projects for the forthcoming year. Even acknowledging his mention of our heavy involvement in Southeast Asia, the other five continents received short shrift. Basically, the group felt the talk could have been given to the general public, it was that bland and void of exciting or interesting things.

d. However, nearly all felt that the question and answer period was the high point. They felt the Director was spontaneous, specific, knowledgeable, adept, and did a tremendous job even though some of the questions were not

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SUBJECT: Reaction to the Director's Speech

too penetrating. They felt that more questions should have been asked, and that the Director appeared ready and willing to respond. He did, in fact, enhance the questions by the depth of his answers. The audience, however, was obviously unprepared to question him in depth, and thus it was they who failed to respond.

e. They felt the inhibiting factors for the paucity of questions stemmed from:

- (1) Reluctance to embarrass themselves or the Director;
- (2) The whole staging was too formal; and
- (3) Awareness that the entire show was being filmed.

f. In terms of suggestions for improvements, a number suggested that more time be devoted to the questions and answers and, if necessary, plant more questions or provide for written questions to be submitted in advance. Adopting the latter point, the Director could orient his speech around the predominance of similar questions. Again, they felt the Director could be more specific in talking to this particular audience and there was no necessity to historically recap our progress since the days of OSS each year. It would be better if he simply recapped last year's achievements and told us how it is going to be next year, but talk about specific projects, collection systems, and Directorate activities.

g. In any event, most felt that the talk was a good idea and should be continued since it represented for most their only personal contact with the Director and some knowledge of his personal thoughts or plans.

2. I think it is also noteworthy to mention that several attendees from the Office of Logistics remarked that the audience seemed to consist predominantly of Agency senior personnel as opposed to the more representative cross section of management personnel sent by this Office in accordance with your instructions.

[Redacted Signature]

John F. Blake
Director of Logistics

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28 JUN 1971

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : DCI's "State of the Agency" Speech

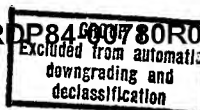
1. This memorandum is submitted for information only.
2. Pursuant to your request for the reactions of those who attended the DCI's talk, the following comments are submitted:
 - a. I was unable to attend the 15 June 1971 address by the DCI. In the past I have heard similar talks by Mr. Helms and from the comments I have received, I am convinced that his recent talk met and exceeded the high standards I have previously noted.
 - b. Without exception, all who attended described the address as interesting, informative and well received. Many thought that the question and answer period, after the main presentation, was an extremely important highlight, not only in releasing information but in favorably projecting the DCI's personality and image.
 - c. Several recommended that the DCI expand the practice of talking to large groups of employees at all grade levels and the question and answer period be increased.
3. If further data are required, please advise.

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Howard S. Osborn
Director of Security

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25 JUN 1971

MEMORANDUM FOR: Acting Executive Officer to the Deputy Director
for Support

SUBJECT : Director's Recent State of the Agency Message

1. This memorandum is in response to your request for our reaction to the Director's State of the Agency Message.

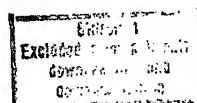
2. Prior to his going on annual leave, I discussed this matter with Mr. Fisher and subsequently met with other Office of Personnel officials who attended the Director's presentation in the auditorium. The consensus was that the prepared text had apparently lost its "flavor" as it went through various reviews and editing. In short, it lacked color. In regard to the substance per se of the speech, there were some individuals who expressed a little disappointment that the speech did not contain a particular theme or new message.

3. On the positive side, everyone was impressed with the Director's response to questions from the floor. His answers were clear and to the point, and as usual he was very articulate. It was again a consensus of our small group that the question and answer format is an excellent one for these addresses. We realize that there can be some embarrassment if members of the audience are reluctant to stand up and ask their questions, but if this should prove to be the case, pre-selected individuals can be prepared to warm up the audience at the outset with questions on subjects previously cleared with the Director; questions which, in the minds of those who would otherwise be preparing a formal text for the Director, are of significance to the state of the Agency.

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Acting Director of Personnel



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25 June 1971

MEMORANDUM FOR: Deputy Director for Support

ATTENTION : Acting Executive Officer to the DD/S

SUBJECT : Feedback on DCI State of the Agency
Address

As requested, following is summary feedback comment from those Office of Medical Services officers who heard the State of the Agency address presented by the DCI on 15 June.

a. Address was a competent and adequate presentation. The relatively brief address itself was not as interesting, however, as the question period that followed.

b. DCI was impressive by the manner in which he handled the several questions he received. He was quick, direct and responsive. He gave the impression of a man who was in control of his job.



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Acting Director of Medical Services

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